

## Leading Practices: Leadership

### Recruiting Board Members and Committee Chairs

- Looking at traditional metrics can often lead to a decrease in the diversity of the candidate pipeline. Stay clear of traditional metrics from a resume.
- During the recruitment process source a reliable and valid assessment tool that will gauge candidates' character traits, motivations, skills and talents that align with the position.
- Work in small groups to access the data, larger groups can dilute individual input.
- Work with various organizations to recruit a qualified group of candidates to increase the diversity of thinking and perspective.

### Training

- Continued training in diversity, equity and inclusion should be required for all leaders and as part of the on-boarding of new leaders.
- Leadership training should be an ongoing program embedded into board meetings.
- Identify and break down systemic barriers to full inclusion by embedding diversity, equity and inclusion in policies and practices, and equipping leaders with the ability to manage diversity and be accountable for the results.

### Action

- Obtain consensus on the dimensions; everyone should understand the definitions and then agree on them.
- Define together what the future should look like.
- Develop a plan with specific goals.

### Communication

- In order for diversity, equity and inclusion initiatives to work, all levels of the organization need to understand and support it.
- Create a strategy to communicate to members and partners the definition and goals of PCMA's diversity, equity and inclusion plan, and its importance to the success of the chapter..
- Involve committee chairs and other leaders from the inception. Often, organizations create programs that are deployed to committees. Involving committee chairs in the design process can increase buy-in and smooth implementation, making interventions

more sustainable and long-lasting.

### Accountability

- Leadership teams should be held responsible for their diversity, equity and inclusion performance through regular reviews and reviews of committees.
- Track demographic data as it relates to membership increase/decrease, meeting attendance, sponsorship revenue, etc. to measure diversity disparities.

### Opportunity

- Provide more visibility for a larger number and diverse set of under-represented individuals through targeted opportunities to include, and not limited to, presentations internally, presentations at chapter meetings, moderating sessions, special projects, and scholarships.

### Culture

- Foster a culture that encourages collaboration, flexibility and fairness to enable all members to contribute to their potential and increase retention.
- Cultivate a culture of belonging that will attract, welcome, and retain a more diverse membership.
- Focus on bringing current members together for connection and support, building a momentum for a culture that authentically embraces diversity.
- Form affinity groups to create a culture of belonging and elevate different perspectives. Groups could include, and not limited to women, people of color, LGBTQ+ professionals, people with disabilities, etc.
- Acknowledge holidays of all cultures.

## Defining and Implementing

- Diversity is achieved when everyone is invited to the party
- Inclusion occurs when everyone gets to contribute to the playlist
- Equity transpires when everyone has the opportunity to dance

## Resources

- <https://www.businessnewsdaily.com/9782-diversity-training.html>
- <https://trainingindustry.com/articles/diversity-equity-and-inclusion/an-effective-approach-to-training-inclusive-leaders/>
- <https://www.diversityresources.com/5-benefits-of-diversity-training-in-the-workplace/>